

# 2002 AACE International Transactions

## TABLE OF CONTENTS - Page 1

Foreword

Table of Contents (this document)

### TRANSACTIONS

#### Claims & Dispute Resolution Track (CDR)

- CDR.01 *Start Your Project the Right Way*, Edward E. Douglas III, CCC
- CDR.02 *Early Warning Signs of Troubled Projects* Donald B. Giegerich, PE
- CDR.03 *Project Scheduling Enhancements for Avoiding Litigation*, Dr. Anamaria Popescu, PE, Dr. James T. O'Connor, and Dr. John D. Borchering
- CDR.05 *Measured Mile Analysis and International Mega-Projects*, Dan Crowley and John C. Livengood
- CDR.06 *Electronic Project Documentation: Legal and Practical Problems*, James G. Zack Jr.
- CDR.07 *Constructive Changes*, Anthony J. Werderitsch, PE CCE, and James E. Krebs, PE CCE
- CDR.09 *Discovery - Where Does It Fit Into The Adjudication Process?*, Michael C. Ray, PE, CCE
- CDR.10 *Tripping Hazards in Schedules*, Donald F. McDonald Jr., PE CCE
- CDR.11 *Total Cost Construction Claims Tactics*, Charles R. McDuff, PE CCE, and Michael C. Ray, PE CCE
- CDR.14 *CPM as a Tool in Claims Management*, Rohit Singh, CCE
- CDR.15 *Up-Front Cost Estimating of Change Orders*, Dr. Osama Moselhi, P.Eng., Ihab Assem, and Dr. Khaled El-Rayes
- CDR.16 *Reducing Contract Cost: The Trust Issue*, Ramy Zaghloul and Dr. Francis T. Hartman, P.Eng.
- CDR.18 *Eliminate Eichleay! - Innovative Contract Alternatives to Costly Damage, Entitlement and Cause & Effect Analyses*, Roger B. Woodhull, PE, and Tom F. Peters, PE

#### Cost/Schedule Control Track (CSC)

- CSC.01 *Labor Resource Planning for Construction Projects*, Anubhav Bhargava, Balkiz Oztemir, and Dr. Allan D. Chasey
- CSC.02 *Construction Project Performance Metrics*, Douglas D. Gransberg, PE CCE, and Monica E. Villarreal Buitrago
- CSC.03 *Project Controls: Getting Back to Basics*, Michael R. Nosbisch, CCE
- CSC.04 *Evolving Project Control Practices*, Scott R. Longworth, CCC
- CSC.05 *A Model to Quantify the Success of Projects*, Dr. Parviz F. Rad, PE CCE
- CSC.06 *Best Owner Practices for Project Control*, John K. Hollmann, PE CCE
- CSC.07 *Performance Control System Implementation*, Julia G. Safronova and Vladislav V. Dokuchaev
- CSC.09 *Construction Productivity: An Auditing and Measuring Tool*, Dr. George F. Jergeas, P.Eng., and Robert E. McTague
- CSC.10 *Controlling Costs Using Design Quality Workshops*, James T. Brown
- CSC.12 *Multiple Project Performance with Graphical Performance Indicators*, James R. Hemsath, PE, and Dr. Jang W. Ra
- CSC.13 *Craft Curves for Estimating and Project Evaluation*, James D. Whiteside II, PE
- CSC.14 *Construction Performance Benchmarking Measurement*, Dr. Hans E. Picard
- CSC.15 *Process-Based Costing: The Best of Activity-Based Costing*, Matti Sievanen and Katja Tornberg
- CSC.16 *Smart Value Engineering*, Laird Pylkas, Scott R. Neal, and Iftikhar Kamil Madni, CCE
- CSC.17 *VE Is Not a "Group Cost Cutting"*, Mustansir Hussain Raj, CCE
- CSC.18 *Benchmarking Productivity for Electrical Projects*, Min-Jae Lee, Dr. Awad S. Hanna, and Dr. Jeffrey S. Russell
- CSC.19 *Integrated Project Management Model: The Rosetta Model*, Milinko (Mike) Milinusic, P. Eng.

#### Estimating Track (EST)

- EST.01 *Utilizing Project History to Assure Project Success*, Douglas W. Leo, CCC
- EST.02 *Cost Estimating Best Practices*, Allen C. Hamilton, CCE, and Richard E. Westney, PE
- EST.03 *Developing an Access-Based Estimating Tool*, Christopher Paul Fleuty
- EST.04 *Productivity Issues*, Melanie L. Longmore, PE CCE, Doug Major, and Jose L. Maldonado

## 2002 AACE International Transactions

### TABLE OF CONTENTS - Page 2

- EST.05 *Using Models in Parametric Estimating for Transportation Projects*, Robert H. Harbuck, PE CCE
- EST.06 *Cost Engineering and Scope of Work*, Kul B. Uppal, PE
- EST.07 *Conceptual Estimating*, Philip D. Larson, CCE
- EST.08 *Parametric Estimating for Design Costs*, Asheesh Bajaj, Douglas D. Gransberg, PE CCE, and Mark D. Grenz, PE
- EST.09 *Ship Deconstruction Cost Models*, Dr. Robert C. Creese, PE CCE, Ashutosh Nandeshwar, Pooja Sibal, et al.
- EST.10 *Development and Maintenance of a Parametric Building Estimating System*, Dominic L. Arioli, CCC and Joseph G. Masi, CCC
- EST.12 *Cost Estimating Rationale Capture*, Dr. Rajkumar Roy, Christopher Seamus Rush, and Geoff Tuer
- EST.13 *Neural Networks for Cost Estimation*, Bina R. Setyawati, Sidharta Sahirman, and Dr. Robert C. Creese, PE CCE
- EST.14 *Improving the Cost Model Development Procedure*, Ysolina Delgado-Arvelo, Martin McNeill, and Dr. David Stockton
- EST.15 *Reference Plant Estimating*, Paul W. Smith, CCC

#### Global Projects Track (INT)

- INT.01 *Implementation of Control Systems at Chornobyl*, Dr. Sean Thomas Regan, CCE, and Oksana Shumilina
- INT.03 *Estimating Using International Factors*, Rodney L. Russell, CCC
- INT.04 *Location Factors for Southeast Asia*, Kenichi Yoshihara and Shigeyasu Tametoh
- INT.05 *FlashCost - Conceptual Costing Worldwide*, F.R. Rick Duran

#### IT/IM in Project & Cost Management Track (IT)

- IT.01 *A Systematic Methodology for Selecting Project Management Systems*, A. Larry Aaron, CCE
- IT.02 *IT Construction - Facts and Future Trends*, Robert E. Cribb
- IT.05 *Implementing Estimating Software*, Stephen C. Burgan
- IT.06 *Estimating at the Speed of Light*, David Moyer
- IT.07 *Early Experiences: GASB 34 Infrastructure Reporting*, Ron F. Cagle

#### Project Management Track (PM)

- PM.01 *Project Management on Design-Build Projects*, R. Gary Stillman, PE CCE
- PM.02 *Performance Comparison of Project Delivery Techniques*, Dr. John A. Kuprenas, PE
- PM.03 *Impact of Delivery Systems on Cost Management*, Michael D. Dell'Isola, PE
- PM.04 *Public Sector Design-Build Selection Criteria*, Neil D. Opfer, CCE, Dr. Jaeho Son, and Dr. Thomas Korman, PE
- PM.05 *Private Sector Project Delivery*, Dr. John E. Schaufelberger, PE
- PM.06 *Applying the High Performance Work Team to EPC*, Mark T. Chen, PE CCE
- PM.07 *A Business Manager's Role in Improving Capital Stewardship*, Dr. Nick J. Lavingia, PE
- PM.08 *Conditional Lump-Sum Pricing*, John R. Spittler, PE, and Robert B. Brown, PE
- PM.09 *A Capital Investment Review Process*, Larry Dysert, CCC
- PM.10 *Leadership - The Invisible Cost Category*, Lee R. Lambert
- PM.11 *Process-Driven Project Management Office Implementation*, Mark A. Johnson, Terri G. Joyner, and Robert J. Martin Jr.
- PM.12 *Contract Administration on Federally Funded Projects*, Earl J. Seabrook III
- PM.13 *Teambuilding in the Construction Industry*, Dr. William J. Bender, PE, and Darlene M. Septelka
- PM.16 *Modeling Customer Satisfaction for the AEC Industry*, Christian Brockmann
- PM.17 *Knowledge Management Improves Performance*, David Thomas and Tara Keithley
- PM.18 *Analysis of Best-Value Pricing*, Dr. Dean T. Kashiwagi, PE, and John Savicky
- PM.19 *Supply Chain Management in Construction Through Partnership*, Dr. Prasanta Kumar Dey
- PM.20 *Construction Project Management "Get-To's"*, Len Holm Jr.

## 2002 AACE International Transactions

### TABLE OF CONTENTS - Page 3

#### Planning & Scheduling Track (PS)

- PS.01 *Project Planning: A Great Communicator*, James E. Baar, PE  
PS.03 *Great Expectations From Learning Curves*, Lawrence W. Louie, PE  
PS.04 *Managing Hospital Design Using CPM*, Agustin Dominguez-Larrea and Dr. Calin M. Popescu, PE

#### Decision & Risk Management Track (RISK)

- RISK.02 *Improving Contract Performance by Corrective Action Plans*, Andrew S. Dowd Jr.  
RISK.03 *Activity Based Costing: Optional or Required?*, Gary Cokins  
RISK.04 *Challenges of Implementing Risk Management Processes*, Dr. Iqbal "Bob" Noor, PE CCE, Terry Joyner, and Robert J. Martin Jr.  
RISK.07 *Maximizing Incentive Plans*, John K. Nabors  
RISK.08 *Projects, Operations, and Capabilities in Evaluation of a Strategic Plan*, Dr. Corrado Gatti and Dr. Gianluca Vagnani  
RISK.09 *No Stone Unturned - Forecasting Revisited*, F. Sam Griggs Jr., CCE  
RISK.10 *Appraisal of High-Tech Industrial Assets*, Giancarlo Guenzi, PE CCE, and Giovanni Cannistra, PE CCE  
RISK.11 *Validity Calculus: A Novel Methodology To Manage High-Uncertainty Projects*, Gideon Samid, PE  
RISK.12 *Vague Boundaries of Product and Customer Costs*, Marko Seppanen and Jouni Lyly-Yrjanainen

#### SKILLS AND KNOWLEDGE TRACK WORKBOOK

- SK.01 *Planning*, Dr. Parviz F. Rad, PE CCE  
SK.02 *Scheduling*, Donald F. McDonald Jr., PE CCE  
SK.03 *Estimating*, Charles P. Woodward, PE CCE  
SK.04 *People Issues: Five Essential People Skills for Project Professionals*, Dr. Ginger Levin  
SK.06 *Engineering Economics*, Dr. Scott J. Amos  
SK.08 *Construction Contracts*, James G. Zack Jr.  
SK.09 *Communications/Negotiations*, Dr. George Stukhart, PE  
SK.10 *Risk Analysis*, Michael W. Curran

#### Author Index

#### Title & Copyright Notice

#### Search this CD

#### MISC

- 2002 Annual Meeting Brochure  
2002 Annual Meeting Exhibitors  
2002 Annual Meeting Sponsors  
2003 Annual Meeting - Call for Papers  
AACE Publications  
Total Cost Management (TCM) Framework  
Corporate Sponsorship Program  
Membership Application  
Visit AACE on the Internet

#### A project of the 2001-2002 Education Board:

Robert D. Bakewell, CCC, Chair; Dr. Scott J. Amos; William R. Barry CCC; Lawrence J. Bloch, CCE; Mark T. Chen PE CCE; Brian D. Dunfield; M. Steven Franklin, CCE; Donald F. McDonald Jr., PE CCE; Franklin D. Postula, PE CCE; Dr. Parviz F. Rad, CCE, Dr. George Stukhart; Ex Officio; Charla A. Miller, Staff Director of Education & Administration

#### In cooperation with:

Dr. Scott J. Amos; Michael W. Curran; Dr. Ginger Levin; Donald F. McDonald, Jr. PE CCE; Dr. Joseph J. Orczyk, PE; Dr. Parviz F. Rad, CCE; Dr. George Stukhart, PE; Charles P. Woodward, PE CCE, and James G. Zack, Jr.

AACE International would like to thank all of the authors and presenters, and their employers, for their generous support in making this year's Skills & Knowledge Track possible.





## 2002 AACE International Transactions

### TABLE OF CONTENTS - Page 3

#### Planning & Scheduling Track (PS)

- PS.01 *Project Planning: A Great Communicator*, James E. Baar, PE  
PS.03 *Great Expectations From Learning Curves*, Lawrence W. Louie, PE  
PS.04 *Managing Hospital Design Using CPM*, Agustin Dominguez-Larrea and Dr. Calin M. Popescu, PE

#### Decision & Risk Management Track (RISK)

- RISK.02 *Improving Contract Performance by Corrective Action Plans*, Andrew S. Dowd Jr.  
RISK.03 *Activity Based Costing: Optional or Required?*, Gary Cokins  
RISK.04 *Challenges of Implementing Risk Management Processes*, Dr. Iqbal "Bob" Noor, PE CCE, Terry Joyner, and Robert J. Martin Jr.  
RISK.07 *Maximizing Incentive Plans*, John K. Nabors  
RISK.08 *Projects, Operations, and Capabilities in Evaluation of a Strategic Plan*, Dr. Corrado Gatti and Dr. Gianluca Vagnani  
RISK.09 *No Stone Unturned - Forecasting Revisited*, F. Sam Griggs Jr., CCE  
RISK.10 *Appraisal of High-Tech Industrial Assets*, Giancarlo Guenzi, PE CCE, and Giovanni Cannistra, PE CCE  
RISK.11 *Validity Calculus: A Novel Methodology To Manage High-Uncertainty Projects*, Gideon Samid, PE  
RISK.12 *Vague Boundaries of Product and Customer Costs*, Marko Seppanen and Jouni Lyly-Yrjanainen

#### SKILLS AND KNOWLEDGE TRACK WORKBOOK

- SK.01 *Planning*, Dr. Parviz F. Rad, PE CCE  
SK.02 *Scheduling*, Donald F. McDonald Jr., PE CCE  
SK.03 *Estimating*, Charles P. Woodward, PE CCE  
SK.04 *People Issues: Five Essential People Skills for Project Professionals*, Dr. Ginger Levin  
SK.06 *Engineering Economics*, Dr. Scott J. Amos  
SK.08 *Construction Contracts*, James G. Zack Jr.  
SK.09 *Communications/Negotiations*, Dr. George Stukhart, PE  
SK.10 *Risk Analysis*, Michael W. Curran

#### Author Index

#### Title & Copyright Notice

#### Search this CD

#### MISC

- 2002 Annual Meeting Brochure  
2002 Annual Meeting Exhibitors  
2002 Annual Meeting Sponsors  
2003 Annual Meeting - Call for Papers  
AACE Publications  
Total Cost Management (TCM) Framework  
Corporate Sponsorship Program  
Membership Application  
Visit AACE on the Internet

#### A project of the 2001-2002 Education Board:

Robert D. Bakewell, CCC, Chair; Dr. Scott J. Amos; William R. Berry CCC; Lawrence J. Bloch, CCE; Mark T. Chan PE CCE; Brian D. Dunfield; M. Steven Franklin, CCE; Donald F. McDonald Jr., PE CCE; Franklin D. Postula, PE CCE; Dr. Parviz F. Rad, CCE; Dr. George Stukhart; Ex Officio; Charla A. Miller, Staff Director of Education & Administration

#### In cooperation with:

Dr. Scott J. Amos; Michael W. Curran; Dr. Ginger Levin; Donald F. McDonald Jr. PE CCE; Dr. Joseph J. Depina, PE; Dr. Parviz F. Rad, PE CCE; Dr. George Stukhart, PE; Charles P. Woodward, PE; James G. Zack, Jr.

AACE International would like to thank all the authors and presenters, and their employers for their support and contribution making this year's Skills and Knowledge Track possible.